

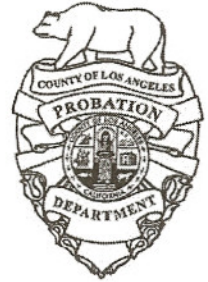


ROBERT B. TAYLOR  
Chief Probation Officer

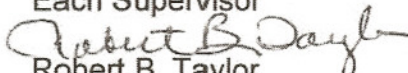
## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



December 20, 2007

TO: Each Supervisor  
FROM:   
Robert B. Taylor  
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – FIFTH QUARTERLY  
REPORT (OCTOBER 2007 – DECEMBER 2007)**

Pursuant to your Board's September 26, 2006 instruction, this is our Fifth Quarterly Report regarding the implementation of Camp Redesign, which covers October through December 2007. The context for camp redesign implementation continues to be five Child Welfare League of America program audit recommendations, the Department's commitment to implementing Evidence-Based Practices (EBP) throughout Probation juvenile camp and adult and juvenile field office operations, and the United States Department of Justice (DOJ) review of camp operations.

This report provides an update on 1) our 14-point camp redesign implementation strategy (Attachment I) and 2) our accomplishment of the seven camp redesign goals identified in our initial quarterly status report (Attachment II).

### **I. CAMP REDESIGN IMPLEMENTATION GOALS & 14-POINT STRATEGY**

As indicated in previous reports, the Department's three primary Camp Redesign goals are:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

To accomplish the above three goals, in February 2007, the Department established a 12-point Camp Redesign strategy in the eight camps (six Challenger Memorial Youth Center camps, and Camps Scott and Scudder) that are part of Phase 1 implementation of EBP. Last summer, the Department has developed two additional strategies (Nos. 13 and 14) pursuant to Board motions. Our 14-point Camp Redesign strategy and implementation status are summarized in Attachment I. ***Current implementation issues are identified in bold face italics.***

As we move forward with Camp Redesign implementation, we are pleased to report that Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, and are very interested in effective implementation of our strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 9-10 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps.

## **II. STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL REPORT**

In the First Quarterly Report, the Department identified seven specific goals associated with Camp Redesign. These goals and their implementation status are summarized in Attachment II.

We will continue to report our progress in accomplishing these goals and strategies in future quarterly reports. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources approved by your Board in the past six months.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court  
William T Fujioka, Chief Executive Officer  
Doyle Campbell, Deputy Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
J. Tyler McCauley, Auditor-Controller  
Raymond G. Fortner, Jr., County Counsel  
Michael J. Henry, Director of Personnel  
Dr. Bruce Chernof, Director, Department of Health Services  
Dr. Marvin J. Southard, Director, Department of Mental Health  
Dr. Darlene P. Robles, Superintendent, Los Angeles County Office of Education  
Justice Deputies



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
1	<p><b>Assessments</b> – All youth will have the following assessments within 15 days of arrival in camp:</p> <ul style="list-style-type: none"> <li>• Current (within past 5 months) and valid Los Angeles Risk and Resiliency Check-up (LARRC)</li> <li>• MAYSI-2 mental health screening</li> <li>• Comprehensive mental health assessment (if appropriate)</li> <li>• Psychosocial assessment (if needed to diagnose learning disabilities and/or special education needs)</li> <li>• Trailer assessments to diagnose the following learning responsivity factors: <ul style="list-style-type: none"> <li>- Teen Addiction Severity Index (TASI) for assessment of alcohol and/or drug abuse</li> <li>- SNAP-IV assessment for ADHD and/or other disruptive behavior disorders, or DBDs</li> <li>- Diagnostic Interview Schedule for Children (DISC)</li> </ul> </li> </ul> <p>Evidence-based practices indicate that validated assessment tools, such as the LARRC, are key to (a) classifying juveniles according to risk of reoffending, (b) providing appropriate intervention and treatments to medium and high-risk delinquents, and (c) avoiding harm to low-risk juveniles.</p>	<p>The Department implemented a Camp Assessment Unit (CAU) at the Barry J. Nidorf Juvenile Hall in April 2007. It includes multidisciplinary staff from Probation, Department of Mental Health (DMH), and the Los Angeles County Office of Education (LACOE) to:</p> <ul style="list-style-type: none"> <li>• Complete LARRC assessments as needed.</li> <li>• Work closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps.</li> <li>• Conduct additional mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.</li> <li>• Conduct additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.</li> </ul> <p>The Department has the LARRC, MAYSI-2, and comprehensive mental health assessments in place. <b>CAU staff have just finished developing a detailed flow script of the camp assessment process.</b></p> <p>The CAU currently has 8 Probation staff, 2 DMH staff, and 0.5 FTE LACOE staff. <b>The CAU needs additional DMH and LACOE staffing to ensure that juvenile assessments are completed in a timely manner, so that youth ordered to camp are not held in juvenile halls awaiting proper evaluation.</b></p> <p><b>Although the Department has identified appropriate trailer assessments, Probation and/or DMH staff still need to be trained in administering and interpreting them.</b></p>



### 14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
2	<p><b>Case Plans</b> – All youth will receive a completed juvenile case plan within 30 days of arrival in camp.</p> <p>The Probation Department is working with the Juvenile Court to revise court reports along the following lines:</p> <ul style="list-style-type: none"> <li>- Initial court report containing assessment results and case plan within 30 days of youth's arrival in camp. Initial court report due within 60 days of arrival.</li> <li>- Final court report containing updated transistion plan for the youth's aftercare and transition to the community at least 30 days prior to the youth's scheduled release from camp</li> <li>- Mid-term court report for youth ordered to camp for 9-10 months (or longer).</li> </ul>	<p>The Department is developing a new Probation Case Management System (PCMS) that will provide a single, integrated juvenile case plan for use in the camps and in the field (for both home on probation and placement cases).</p> <p><b>However, implementation of PCMS has been delayed to mid 2008.</b> In the meantime, TRC consultants and RTSB staff in the Phase 1 camps are developing an interim case planning guide to capture key risk factors, criminogenic needs, responsivity factors, and treatment programs for case planning purposes.</p>
3	<p><b>RTSB Academy</b> – All new camp staff will complete the RTSB Academy, including training in EBP principles, practices and staff skills.</p>	<p>Late last year, the Department established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first Academy class of 23 staff began on December 11, 2006 and graduated on January 5, 2007. Since then, 24 additional staff graduated from that Academy.</p> <p>Last month, RTSB and the Training &amp; Learning Development Services (TLDS) Division updated the RTSB Training Academy curriculum to incorporate EBP training and additional courses to address DOJ issues identified in the camps. The Department began training new RTSB staff in the revised curriculum on September 4<sup>th</sup>; they graduated on October 11<sup>th</sup>.</p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
4	<p><b>EBP Staff Skills Training</b> – All camp staff will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>EBP Principles:</b> 4-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)</li> <li>• <b>Core Correctional Practices:</b> 18-hour training in the effective use of authority, appropriate role modeling and reinforcement, problem solving, and quality of interpersonal relationships</li> <li>• <b>Motivational Interviewing:</b> 20-hour training in effective communication with juvenile delinquents.</li> <li>• <b>Effective Case Management:</b> 16-hour training in the essential elements of successful case management – problem definition/analysis; review of previous successes and failures; and establishment of priorities for behavioral change, achievable goals and measurable outcomes, and specific steps and timetables for accomplishing them.</li> </ul> <p>All other persons providing educational, human, and support services in camps (e.g., Probation night staff, LACOE teachers, CBO service providers, and faith-based organization (FBO) volunteers) will receive 8 hours of training in Core Correctional Practices.</p>	<p>During the 3rd quarter, TRC consultants and 21 RTSB trainers trained more than 250 camp staff from Challenger and Scott/Scudder in these EBP-related skills.</p> <p>At the end of June, RTSB trainers trained 22 out of 108 (20%) Probation night staff in the 8-hour Core Correctional Practices. The remaining staff will be trained by June 30, 2008.</p> <p><b><i>RTSB is planning to begin booster training in Core Correctional Practices and Motivational Interviewing at the Challenger camps (starting with Camp Scobee) in February 2008.</i></b></p> <p><b><i>The Department recently obtained Board approval of a contract with TRC to provide additional EBP training beyond that provided for in Work Order No. 7-38. Among other things, this additional training will enable the Department to train more in-house staff as trainers (within both RTSB and TLDS) to deliver EBP, CCP and MI training to juvenile camp and adult/juvenile field staff and supervisors over the next 12 to 15 months. Most of the Phase 2 EBP training is scheduled to occur in February through June 2008; however, training to certify small group facilitators as in-house trainers of camp and field staff in EBP interventions will occur in the 4<sup>th</sup> quarter of 2008.</i></b></p> <p><b><i>In January 2008, RTSB will begin refresher training of all Challenger staff in the application of Core Correctional Practices and Motivational Interviewing to basic elements of supervision.</i></b></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
5	<p><b>EBP Supervisor Skills Training</b> – All camp supervisors will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> <li>• <b>Evidence-Based Management (EBM) / Evidence-Based Supervision (EBS)</b> – a 16-hour course to teach SDPOs and Probation Directors the key elements of implementing EBP successfully: (a) understanding the change process and ways in which managers and supervisors can positively influence organizational change initiatives; (b) understanding the differences between transactional and transformational leadership models; (c) understanding the differences between tactical and strategic thinking in implementing organizational change; and (d) demonstrating various managerial and supervisory techniques for motivating staff to support and be committed to organizational change.</li> <li>• <b>Advancing Skill Sets and Interaction Styles of the Security &amp; Support Team (ASSISST)</b>: a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in social learning principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.</li> </ul>	<p>TRC consultants taught 3 EBM/EBS classes to 70 camp supervisors, directors and regional directors under Work Order No 7-38:</p> <ul style="list-style-type: none"> <li>• September 17-18</li> <li>• October 18-19</li> <li>• November 7-8</li> </ul> <p><i>The Department recently obtained Board approval of a contract with TRC to provide (a) 8 additional EBM/EBS training to supervisors and directors in the other juvenile camps and (b) 8 ASSISST training sessions to supervisors in all juvenile camps after February 1, 2008.</i></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
6	<p><b>EBP Interventions</b> – Selected camp staff will be trained to run small groups in the following 5 EPB interventions:</p> <ul style="list-style-type: none"> <li>• <b>Making Changes/Getting Motivated to Change:</b> pre-treatment curriculum that would be administered to all boys or girls, respectively, in the first 15 days of their stay in camp to determine their readiness for EBP treatments.</li> <li>• <b>Girls Moving On:</b> 50-60-hour cognitive restructuring curriculum delivered in small group sessions to all girls in Camps Scott and Scudder.</li> <li>• <b>Thinking for a Change:</b> 44-66-hour cognitive restructuring curriculum delivered in small group sessions to youth in the other 16 juvenile camps.</li> <li>• <b>Aggression Replacement Training (ART):</b> 30-45 hour cognitive-behavioral skills training curriculum for high-risk juveniles that involves structured learning, anger control, and moral reasoning.</li> <li>• <b>Pathways to Self-Discovery and Change:</b> 32-148 hour, cognitive-behavioral skills curriculum targeted for youth referred to treatment due to co-occurring problems with delinquent conduct and substance abuse. This intervention is designed to have the first one-third of the curriculum delivered in an institutional setting and the remaining two-thirds delivered in a community setting, so it is an ideal collaboration between the RTSB and Camp Community Transition Program (CCTP).</li> </ul>	<p>A TRC consultant (Christine Toner) trained 18 Probation and DMH staff in Thinking for a Change during May 2007. She is scheduled to provide on-site technical assistance and booster to T4C small group facilitators at Challenger in February. A TRC consultant (Marilyn Van Dietsen) trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and booster training in November.</p> <p><i>The Department recently obtained Board approval of a contract with TRC to (a) provide additional T4C and GMO small group facilitator training and (b) train camp staff in the other 3 EBP interventions after December 1, 2007.</i></p> <p><i>RTSB management has developed a 90-day plan to address issues encountered in implementing EBP interventions in the Phase 1 camps:</i></p> <ul style="list-style-type: none"> <li>• <i>Scheduling EBP interventions within the time constraints imposed by the 5-hour school day, 25 hours of recreation/physical education per week, and non-EBP activities that currently occur in camps.</i></li> <li>• <i>Scheduling EBP small group sessions within the constraints imposed by 56-hour shifts in camps.</i></li> <li>• <i>Collecting and processing the data for fidelity assessment of EBP small group interventions.</i></li> <li>• <i>Instituting a behavioral management system to support the new behaviors juveniles are learning in the EBP treatment groups and other interventions.</i></li> </ul>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
7	<p><b>Gender-Specific Camps</b> – Camp staff at Scott/Scudder will receive training that is evidence-based, female-responsive, and trauma-informed.</p>	<p>Before the Department reopened Camp Scudder in January 2007, camp staff completed the 144-hour RTSB Academy training curriculum <u>and</u> a 72-hour gender-specific curriculum. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott.</p> <p>A TRC consultant (Marilyn Van Dietsen) trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and November 2007.</p>
8	<p><b>Challenger Memorial Youth Center (CMYC) Camps</b> – Camp staff at all 6 Challenger camps will receive training in EBP staff skills and EBP interventions.</p>	<p>During the previous quarter, TRC consultants and 21 RTSB trainers trained about 230 staff from Challenger camps in EBP-related skills.</p> <p>A TRC consultant (Christine Toner) trained 18 Probation and DMH staff in Thinking for a Change during May 2007. She is scheduled to provide on-site technical assistance and booster training to T4C small group facilitators at Challenger in January – February 2008.</p> <p><b><i>RTSB management and TRC consultants are currently focusing on implementation of EBP interventions (i.e., T4C). The plan is to complete initial implementation by the end of 2007.</i></b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
9	<p><b>Behavior Management System</b> – Revise the existing Behavior Management System(s) to be consistent with EBP principles. In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of behavioral change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.</p>	<p>RTSB has just completed development of a new Behavior Management System to be implemented at all 18 camps by March 31, 2008. It will:</p> <ul style="list-style-type: none"> <li>• Use a merit ladder to score 6 categories of daily behavior;</li> <li>• Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;</li> <li>• Help youth internalize positive social controls;</li> <li>• Restructure a youth's internal reward and incentive system from a focus on just material objectives to pro-social human relational goals; and</li> <li>• Involve implementing behavior modification stores to reward acceptable juvenile behavior at all camps by the end of 2007.</li> </ul> <p>RTSB implemented the new Behavior Management System in Camp Joseph Scott in November and Camp Kenyon Scudder and Francis Scobee in December 2007. RTSB will implement BMS in all remaining camps in the first 3 months of 2008.</p>
10	<p><b>Life Excelerator – Assessment of Personal Skills (LEAPS)</b> – Teach 38 modules of the curriculum in all camps. Each module provides 1 hour of training per week in a specific social-emotional skill in one of eight categories: friends, school rules, stress and anxiety, respecting self and others, anger and emotional management, communication and presentation, managing time and attention, and social life.</p>	<p>In March 2007, the Department began implementing 38 modules of the LEAPS curriculum in all camps. <b><i>Probation would like to use the 5<sup>th</sup> hour of the school day to teach the LEAPS curriculum, have LACOE teachers co-facilitate the LEAPS small group sessions, and have LACOE teachers incorporate LEAPS skills training in their educational curriculum.</i></b></p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
11	<p><b>Program Evaluation</b> – Camp Redesign implementation needs to be evaluated to ensure effective:</p> <ul style="list-style-type: none"> <li>• Screening of youth to determine if camp is appropriate for them</li> <li>• Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)</li> <li>• Camp assignment based on risk scores and responsivity factors</li> <li>• Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)</li> <li>• Internal classification of youth to specific living units</li> <li>• Initial case planning within the first 30 days in camp</li> <li>• Pre-testing for any EBP treatments</li> <li>• Service delivery: EBP interventions, educational services, health and mental health services, and other activities</li> <li>• Case management to review each youth's progress in camp</li> <li>• Behavior management system implementation</li> <li>• Post-testing for any EBP treatments</li> <li>• Reassessment and case plan updates for aftercare.</li> </ul>	<p>The Department's Program Evaluation Office (PEO) staff have attended all the EBP training provided to date; this includes:</p> <ul style="list-style-type: none"> <li>• EBP principles</li> <li>• Core Correctional Practices</li> <li>• Motivational Interviewing</li> <li>• Thinking for a Change</li> <li>• Girls Moving On</li> </ul> <p>PEO staff worked with RTSB management to develop a prototype program statement for Camp Scobee that can be replicated/customized by all the other camps. It was completed in December.</p> <p><b><i>RTSB and PEO need to establish data collection systems to capture and process data needed for fidelity assessments of LARRCs, case plans, use of EBP staff skills, EBP small groups, and use of the behavior management system.</i></b></p>



## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
12	<p><b>Collaboration Efforts</b> – The Department needs to reach out to other County departments/agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation.</p>	<p><b>Camp Glenn Rockey:</b> Probation is collaborating with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant. <i>Implementation of this initiative has been delayed by (a) delays in hiring DMH clinical staff and (b) State budget proposals that would have eliminated MIOCR funding. Implementation began in October 2007.</i></p> <p><b>Camps Joseph Scott &amp; Kenyon Scudder:</b> Probation has included representatives from the Girls Collaborative on the EBP steering committee. <i>RTSB is planning to train CBO staff along with Probation and DMH staff as small group facilitators for EBP interventions.</i></p> <p><b>Camp David Gonzales:</b> Probation staff and TRC consultants have met with camp CBOs to discuss the need for realignment with EBP and the process for CBO accreditation based on the Correctional Program Checklist (CPC).</p>
13	<p><b>Comprehensive Education Reform</b> – On June 19<sup>th</sup>, the Board of Supervisors directed the Probation Department, LACOE, and seven other agencies to develop a comprehensive plan to dramatically reform education programs in the County's juvenile halls and probation camps and to consider vocational schools and creative partnerships with community colleges.</p>	<p>On August 11<sup>th</sup>, the Department convened its initial Education Reform Committee meeting of the designated agencies.</p> <p>On August 20<sup>th</sup> and October 19<sup>th</sup>, the Department submitted 60-day progress reports to your Board on initial discussions among the affected stakeholders, including the addition of the Juvenile Court, the Department of Children &amp; Family Services, and the Youth Law Center.</p> <p>The Committee has met nine times and is scheduled to complete an initial draft report by the end of December 2007. The draft report will be reviewed with Justice Deputies, the CPC and ECC, and LACOE in January 2008.</p> <p>The Department plans to formally submit comprehensive education reform recommendations to the Board in early March 2008.</p>

## 14-POINT CAMP REDESIGN STRATEGY &amp; IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
14	<p><b><i>Probation Outcomes and Performance Indicators</i></b> – On July 31<sup>st</sup>, your Board directed the County's Chief Executive Officer and the Probation Department to (a) clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on EBP, and the performance measures for each outcome, and (b) clearly define the roles of all parties in outcomes which involve other departments/agencies to eliminate any confusion, duplication and promote efficiency and accountability. On August 30<sup>th</sup>, the Chief Executive Officer and the Chief Probation Officer submitted a brief progress report on our plans to do so.</p>	<p>The Department is using the following process to develop and implement expected outcomes and indicators:</p> <ol style="list-style-type: none"> <li>1. Establishing a Departmental consensus on primary and intermediate outcomes;</li> <li>2. Establishing programmatic performance indicators that are linked to outcomes;</li> <li>3. Determining the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators;</li> <li>4. Establishing an existing baseline for each expected outcome and performance indicators; and</li> <li>5. Establishing standards and intermediate targets for each expected outcome and performance indicator and target dates for beginning to report each one, based on when and how the underlying data will become available.</li> </ol> <p>The Department is working with the Chief Information Officer to develop a dashboard reporting system comparable to the one recently piloted by DCFS; the Department provided a demonstration of the prototype version to your Justice Deputies on August 15<sup>th</sup>. The initial production system is expected to be operational by calendar yearend.</p> <p>The Department intends to begin reporting on Camp Redesign outcomes and performance indicators by January 2008 for data through December 2007. The production system will subsequently be expanded to support various performance measurement and reporting purposes (including <i>Performance Counts!</i>) as well as accomplishment of MAPP goals by the Department.</p>



## IMPLEMENTATION STATUS OF CAMP REDESIGN GOALS IDENTIFIED IN INITIAL QUARTERLY REPORT

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at four of six CMYC camps (McNair, Resnik, Scobee, and Smith) which house the highest risk offenders.	As of August 31, all 335 CMYC camp staff items (41 GSNs, 197 DPO Is, 68 DPO IIs, and 29 SDPOs) were filled. Thus, all DPO I and II positions counted in the budgeted staff-to-minors ratio of 1:8 (and 1:10 at other camps) were filled. However, due to attrition, medical leaves, and an internal hiring freeze needed to ensure juvenile halls receive priority staffing levels, these ratios have not been operationally feasible.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company (TRC) has updated the EBP Comprehensive Action Plan to reflect the Board's March 13 <sup>th</sup> approval of additional personnel items. The Department is utilizing a strategic planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department is implementing its Camp Redesign strategy in the Phase 1 camps (Scott, Scudder, and Scobee). TRC will now begin to assist the Department with integration of EBP principles, activities, and programs within Camp Redesign, CCTP, and juvenile field.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of Scott/Scudder staff will continue periodically throughout the rest of 2007. Moving On for Girls and LEAPS small group interventions began in July.
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of CYMC staff continued periodically throughout the rest of 2007. Thinking for a Change and LEAPS small group interventions began in July.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line by the end of the fiscal year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff worked with CIO and ISD to develop a pilot version of the dashboard system. It was presented to the Department's Operations Committee in July and to the Justice Deputies in August. The production system will be developed by the end of 2007 and implementation of outcome and performance indicator reporting will begin in early 2008.